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6 December 1982

MEMORANDUM FOR THE RECORD

SUBJECT: Executive Committee Meeting on Phase IV - Personnel Planning for FY 1985-1990

1. The Director of Personnel introduced the Planning Paper at the EXCOM. He cited that it was a talking paper to generate ideas and although it identifies potential difficulties in recruiting and retaining employees, this was done so as to generate approaches to overcome these difficulties. Mr. Glerum also spoke of staff increases necessary for OP if the Agency size grows.

2. The Executive Director asked the Deputy Director for Intelligence for comments. Mr. Gates indicated that his administrative staff had no comments on the paper but that he did. He felt more alternatives were necessary as actions indicated were marginal due to his belief that Congress would not authorize additional monetary benefits for Agency employees but would hold CIA to the usual government benefits package. He also cited the need for different approaches for each career service; he felt each career service had different problems and might need different solutions. As an example, retirees would not be helpful to him for a surge capability. Also, he does not have a problem (said he had people lining up) getting people for overseas service so benefits in that area were not needed. He also wanted to know how productivity was measured. He felt the paper did not address the following personnel problems:

a. How to handle the nature of secretarial work in a changing environment/ as office automation will change the role of the secretary.

b. How to pay more for word processor operations. This is a new skill which needs a new salary scale.

c. How is a slower promotion rate to be handled? He needs programs to deal with the fact that most of his senior people have at least 10 more years prior to retirement.

d. He needs more on the impact of specialists. These people may have specific skills he needs but they are not necessarily intelligence officers and how

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are they to fit into our career concepts?

e. He sees a need for more non-financial incentives.

f. He feels that CIA will remain an attractive career to some (such as political scientists) but not other (such as economists); so, he needs programs to differentiate between them.

He closed with the comment that we are facing a generational change; there will be different motivators; CIA has become a bureaucracy; we need to learn how to meld all this together.

3. Mr Stein went next saying that he agreed with Mr. Gates' comments as most were the same as his. He wanted to stress that "we must stop thinking as one Agency; there should be Directorate solutions to problems." He went on to say that the greatest career satisfaction came at the smallest work unit. Mr. Hineman commented that people are not at CIA due to benefits. They are here because of interest and loyalty. He said he was not convinced that there was a potential problem in recruiting and retaining personnel. Mr. Fitzwater said that the paper identified the problem but that it did not identify an overall strategy and that one was needed. The Inspector General classified the paper as pedestrian for the most part but did have some good ideas. He felt the unlocked employee is real. However, he feels one should work toward increased productivity but not work toward measuring productivity. He said we have to learn to deal with employees who have different motivations. He feels the two income family is not a problem but to maybe the DO. He commented that there is a tendency to become overly seized with problems that affect overseas assignments when these assignments only affect a small percentage of the Agency and that this pre-occupation distorts basic issues. He feels that dual employed couples should be encouraged. He had one additional issue....getting skilled people outside of government hires. He suggested the use of contractors similar to what is done by DOD with the "Think-Tanks." The comptroller cited a lack of elasticity in the way OP plans for its growth mechanism (I guess this means that the ratio method of tying OP ceiling to CIA ceiling is not flexible enough).

4. Mr. McMahon said he was pleased to see so many comments pointed to specific problems and cited the secretarial issue as one (He also suggested checking to see how IMS handled this issue). He also said the comments on dual employed families were good but that there is need to accommodate overseas service. He then commented that the theme that bothers him and maybe bothers him because it is true, is that the paper is materialistic in outlook. He feels there is more to CIA employment than a paycheck and he credits this to job satisfaction. He also noted that it is a fact of life, we cannot compete with the private sector but we must find a way to overcome this lack of competition.

PPB